



**(U) Introducing Carl Johnson as Assistant Deputy Director for Customer Relationships**

FROM: Carl Johnson  
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(U//FOUO) I am honored, humbled, and pleased to have been selected as the new Assistant Deputy Director for Customer Relationships. [REDACTED] the newly named Deputy Director for Customer Relationships, is currently completing the Foreign Service Institute (FSI) Senior Seminar. We expect her to officially come on-board in mid-July. In the meantime, I have been simultaneously learning all I can, and as quickly as I can, about the Customer Relationships Directorate (CRD) and have been representing CRD's interests and equities as the Acting Deputy Director for Customer Relationships.

(U//FOUO) By way of introduction, my background falls entirely within operations. I started my career working Russia but have spent the bulk of my time working China and Korea. My most recent position was as Chief of the Analysis and Production, China & Korea Product Line (S2B). In the former Directorate of Operations (DO) Asia and Pacific organization (B Group), I served as the B Group Executive Officer and in NSOC as a B (Group) Senior Group Coordinator (BSGC). I also led the B Group Customer Relations Division of the Staff. Along the way, I attended the Air War College and Marine Corps Command and Staff College.

(U//FOUO) Since 19 May, my first full day on the job in CRD, I've moved my office and established an office staff; and by the end of June, I'll have toured the CRD spaces and met the workforce. I've also attended the recent SID Leadership off-sites. These off-sites have been invaluable for all of us, whether new to SID Leadership or not. In this short period of time, we have not only gotten to know each other on a personal basis but have also established the basic precepts for making continual improvements in how we "take care of business." Reaching this point of mutual understanding and agreement would have taken several months of sandwiching disjointed meetings between daily operational fire fighting. Whew - all this in less than a month on the job!

(U//FOUO) I view CRD as the flash point for bringing the customers (along with all their diverse needs and missions) together with the SIGINT System (along with all its bureaucracies and transformation growing pains) to create SIGINT successes for the nation. Accomplishing this is a tricky business and seldom as straightforward as much of the work done in the rest of SID. In saying this, I'm not talking about the technical complexity of the work. Instead, I'm talking about the difficulty of establishing and maintaining the processes that effectively bring people together at many levels - personally, organizationally, and technically - in an ever-changing environment.

(U//FOUO) The team approach-- within CRD, throughout SID, and indeed across the entire Intelligence Community-- is the only way to go. Only through teaming and collaboration will we achieve high-level successes across the board instead of uneven pockets of



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success, failure, and mediocrity. I encourage everyone to enjoy, relax, and celebrate! Our jobs are hard but we must appreciate, respect, and celebrate each other and our successes. We want an atmosphere that promotes creative thinking and risk taking together with responsibility and accountability. We also need the wisdom to grow our future through responsible delegation of authority throughout the entire workforce.

(U//FOUO) Finally, I truly appreciate the warm welcome and outstanding support I've already received during my short tenure in CRD. I'm really looking forward to the exciting times ahead and to working with each of you to produce the SIGINT successes that will help ensure our nation's security, freedoms, and way of life.

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